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MEMORANDUM FOR: Acting Deputy Director for Administration

FROM : F. W. M. Jarney
Director of Personnel

SUBJECT : DDA Responses in Agency Employee Survey

1. Action Requested: Follow-up, as seen necessary.

2. Our initial analysis of the Agency employee survey (taken during the summer of 1976) was sent to the Director this past October. A more in-depth analysis was presented to him in late April 1977 which noted significant differences among respondents according to Career service affiliation, age, grade level, etc. At that time I informed the Director that a third report would be directed to each career service to assist management officials as they consider possible modifications to their existing personnel management programs. Attached is that third report offered for your consideration. The report has addenda; the first contains a comparison of DDA survey results with that of the Agency at large. The second provides a brief analysis of the written comments made by survey participants along with samples.

3. In reviewing the report, a few points should be noted. First, the survey represents part of a continuing program to evaluate personnel management practices in the Agency. In addition to providing feedback to each Career Service, the survey data are intended to serve as an Agency-wide reference point for inter-Career Service comparison, and after subsequent surveys have been completed for inter-temporal comparisons. It also serves as a basis for comparing the Agency situation with the Government norm. Lastly, the Agency is similar to other organizations in that a wide spectrum of employee perceptions exists about their Agency and how it is treating them. At the moment we have no grounds to conclude that these perceptions are improving or worsening. The survey, however, did ask employees for critical views, views heretofore not surfaced which may have existed for some time.

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This airing of views is good provided management takes constructive steps to redress problems, but if management fails to be responsive or takes alarm because employee criticism is made explicit, matters may be made worse.

4. The conclusions to the survey findings are contained in the report itself. Some subject areas such as career management have been identified as a problem for the Agency as a whole while others have particular significance for a given Career Service. You may wish to give special attention to those areas in which the DDA Career Service's response compares unfavorably to the Agency as a whole.

6. Rather than highlight the conclusions here, I call your attention to the shared responsibility we have for follow-up action. The Office of Personnel has reacted to the indications of need for additional Agency-wide guidance. Each Career Service, of course, retains action responsibility in many program areas of personnel management. If my office may be of any assistance to you as you evaluate your personnel programs, please let me know.

(Signed) F. W. M. Jarney

F. W. M. Jarney

Att.

As stated

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